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April 30, 2015

**Addendum No. 1
to
Request For Proposal
Business Process Identification and Documentation Project
dated April 7, 2015**

Dear Bidder:

This letter is Addendum No. 1 to the Request For Proposals (RFP) for Business Process Identification and Documentation consulting dated April 7, 2015. Where text is revised, deleted text is shown in strike-through format; added text is *italicized*. The RFP is revised as follows:

<u>Addendum Item</u>	<u>Reference</u>	<u>Change</u>	
1.	RFP, Introductory Page, Third Paragraph, Page 1	Interested firms must submit an original and six (6) copies, as well as one electronic PDF version, of their proposal by 4 p.m., Wednesday Friday, April 29, May 8, 2015 , in accordance with the instructions contained in the RFP. Other key RFP Dates are listed in Section V, <u>Consultant Selection Timetable</u> of the RFP.	
2.	RFP, Section V, <u>Consultant Selection Timetable</u> , Page 3	9 a.m. on Tuesday, April 14, 2015	Proposers' Conference, at 101 8 th Street, Oakland, CA 94607, in the Claremont Conference Room
		4 p.m. on Wednesday, April 15, 2015	Closing date/time for receipt of requests for modifications/exceptions
		No later than three (3) working days prior to the date proposals are due.	Deadline for protesting RFP provisions
		4 p.m., Wednesday-Friday, April 29 May 8, 2015	Closing date/time for receipt of proposals
		Week of May 4-18, 2015*	Interviews/Discussions (if held)
		Week of May 18-25, 2015*	Date for receipt of Best and Final Offers (if required)
		June 10 July 8, 2015*	MTC Administration Committee Approval

<u>Addendum Item</u>	<u>Reference</u>	<u>Change</u>
3.	RFP, Section VI, <u>Submittal of Proposals</u> , Item 1, Page 3	Interested firms must submit an original and six (6) copies, as well as one electronic PDF version, of their proposal by 4 p.m., Wednesday-Friday, April 29 May 8, 2015. Submission of an electronic copy of the proposal without hard copies will not satisfy the submission requirement.
4.	RFP, Section VI, <u>Submittal of Proposals</u> , Item 15, Page 5	15. — The System for Award Management (SAM) is the Official U.S. Government system that consolidated the capabilities of Central Contractor Registration / Federal Agency Registration (CCR/FedReg), Online Representations and Certifications Application (ORCA), and Excluded Parties List System (EPLS). Firms submitting proposals for contracts with federal funds must register on the SAM website at https://www.sam.gov/portal/SAM/###11 prior to proposal submission.
5.	RFP Section VII, Form of Proposal, Item G, Cost Proposal, Paragraph 1, Sentence 1, Page 7	<p><i>Based on the work plan described in response to E.1 and E.2, listed above, provide a breakdown of the expected expenditures of funds for each task described in Appendix A, <u>Preliminary Scope of Work</u>. The budget should include, but is not limited to, a task budget and a line item budget with billing rates for both phases.</i></p> <ol style="list-style-type: none"> <i>1. The task budget should present a breakdown of hours and expenses by task and deliverable. It should identify or refer to key personnel or job descriptions in relation to each task to provide a full explanation of the resources committed to the project. Expenses should be included such that all project costs are indicated.</i> <i>2. A line item budget should be submitted for each task. The line item budget should be set forth in a worksheet that presents a breakdown of costs by cost categories, including billing rates for key personnel and job classifications. A line item budget should also be submitted for proposed subconsultants with contracts estimated to exceed \$25,000.</i> <p>Based on the tasks and staffing plan described in response to E.1 and E.2, listed above, provide a breakdown of the expected expenditures of funds for each task in each phase contained in Appendix A, <u>Scope of Work</u>. The budget should include, but is not limited to, a task budget and a line item budget with billing rates for each phase.</p>

		<p>1. The task budget should present a breakdown of hours and expenses by task and deliverable in each phase of the project. It should identify or refer to key personnel or job descriptions in relation to each task to provide a full explanation of the resources committed to the project.</p> <p>2. A line item budget should be submitted for each phase of the project. The line item budget should present a breakdown of costs by cost categories, including billing rates for key personnel and job classifications. A line item budget should also be submitted for proposed sub-consultants with contracts estimated to exceed \$25,000.</p>
6.	RFP, Section VIII, <u>Proposal Evaluation</u> , Item C, Evaluation Panel and Evaluation Criteria, Page 9	<p>The evaluation criteria for Business Process Identification and Documentation services are listed below:</p> <ol style="list-style-type: none"> 1. Proposer Firm/Team Experience, in relation to the expertise sought by MTC including information gathered through references (20%30%); 2. Demonstrated understanding of the nature of the work and approach to delivering services described herein (20%30%); 3. Cost <i>Effectiveness of the Cost</i> Proposal (20%); 4. Staffing plan and staff qualifications, including depth and commitment of resources proposed to be assigned to the Project (10%); and 5. Written/Oral Communications: As evidenced in the submitted proposal and through oral interviews (if held) (10%).
7.	RFP, Section IX, General Conditions, Item B, Contract Arrangements, Paragraph 2, Sentence 2, Page 10 and Appendix D-1, Insurance Requirements, Page 32	<p>Item B, Contract Arrangements, Paragraph 2: Proposer agrees to provide the required certificates of insurance providing verification of the minimum insurance requirements in Appendix D-1, within ten (10) <i>business</i> days of MTC's notice that it is the successful proposer.</p> <p>Appendix D-1, Insurance Requirements: All references to days means business days.</p>
8.	RFP, Appendix A, <u>Preliminary Scope of Work</u> , Page 14	<p><u>Appendix A, Preliminary Scope of Work</u> is deleted in its entirety and replaced with the attached <u>Appendix A, Preliminary Scope of Work</u>.</p>

The remaining provisions of the RFP remain unchanged. In the event of a conflict between this Addendum and the previous version(s), this Addendum takes precedence.

A Questions and Answers document is attached to this Addendum.

Any questions concerning this Addendum to the RFP should be directed to Michael Brinton, Contracts Specialist, at (510) 817-5727 or mbrinton@mtc.ca.gov.

Sincerely,

DocuSigned by:

Steve Heminger

Steve Heminger

Executive Director

AF: mb

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APPENDIX A, PRELIMINARY SCOPE OF WORK

Outline of Services

The successful Consultant's preliminary scope of work is listed below. All required services will be authorized by Task Order, initiated and developed according to the Task Order Process described in Attachment A-1, of *Appendix C, MTC Standard Consultant Contract*. Task Orders will include, at a minimum, a detailed description of the work to be performed, a completion date for performance, a maximum payment amount, payment terms (deliverables-based or time and materials) and subconsultant participation (if any), in a completed form as shown in Attachment A-2, Task Order Form, Appendix C, MTC Standard Consultant Contract, attached hereto and incorporated herein by this reference.

CONSULTANT will partner with MTC to improve efficiency by identifying, mapping and reviewing internal processes. CONSULTANT will provide a graphical depiction and final analysis of MTC processes which will be used for the purposes of aligning resources and proper technology systems to processes. The scope of services to be performed by CONSULTANT will consist of services requested by the MTC Project Manager or a designated representative through duly executed Task Orders, including but not limited to, the following:

I) Project Kick Off / Plan for Conducting Study and Documenting Results

Consultant will meet with the MTC Project Manager and other relevant MTC staff to discuss and agree upon a broad strategic approach for conducting the process study and documentation. MTC staff and Consultant will establish project timelines and finalize software selections for deliverables.

Two one-to-two hour meetings are envisioned during which CONSULTANT and MTC staff will create and finalize the work plan for conducting Tasks 1 and 2 below. After these meetings, CONSULTANT will document the plan.

Deliverable:

- 1) Draft Plan for Conducting Study and Documenting Results.
- 2) Final Plan for Conducting Study and Documenting Results.

II) Identify, document, articulate and analyze all work processes in MTC's 10 Sections comprised of 31 units listed below:

- a) Executive Office (6 Employees)
- b) Office of General Counsel (5 Employees)
- c) Finance (39 Employees)
 - i) Budgets/Controller/Accounting
 - ii) Toll Accounting
 - iii) BATA Electronic Toll Collection
 - iv) Treasury
- d) Planning (32 Employees)
 - i) Planning and Land Use

- ii) Long Range Plan: Implementation and Monitoring
- iii) GIS/Modelling
- e) Programming and Allocations (23 Employees)
 - i) Financial/Performance Assessment
 - ii) Policy and Programming
 - iii) Fund management and Delivery
- f) Legislative and Public Affairs (27 Employees)
 - i) Public Information
 - ii) Library
 - iii) Project Communication
 - iv) Graphics
- g) Administrative Services (26 Employees)
 - i) Human Resources
 - ii) Contracts
 - iii) Building and Grounds
- h) Technology Services (12 Employees)
 - i) Technology: IT-Infrastructure and Security
 - ii) Technology: Business Technology Solutions
- i) Operations (47 Employees)
 - i) TMC/TMS
 - ii) 511
 - iii) Planning for Operations
 - iv) Express Lanes
 - v) SAFE
 - vi) BATA Engineering
- j) Electronic Payments (33 Employees)
 - i) Clipper
 - ii) Lane Operations
- k) Bay Area Headquarters Authority (4 Employees)
 - i) Building PM
 - ii) Technology PM

Deliverable:

- 1) MTC / CONSULTANT Project Management monthly reports and status meetings (frequency may be increased per Project needs and MTC Project Manager direction)
- 2) CONSULTANT will provide an electronic, MTC editable diagram and report articulating all internal work processes at the task detail level and broken out by Section and Unit. Report to include CONSULTANT analysis of internal work processes including any recommended areas for improvement.

III) Document and analyze the following :

- a) Institutional elements for the purpose of effective change management
 - i) Cultural nuances and norms;
 - ii) History of the organization;
 - iii) Organizational goals;
 - iv) Governmental role and public perception

b) Agency work rules, regulations and effecting legislation

Deliverable:

- 1) MTC / CONSULTANT Project Management monthly status meetings, (frequency may be increased per Project needs and MTC Project Manager direction)
- 2) CONSULTANT will provide an electronic, MTC editable report articulating the impact of MTC institutional elements and Agency work rules, regulations and effecting legislation on business process and change management.

CONSULTANT will be required to utilize the MTC Microsoft Office 365 Tenant (SharePoint Online) for Project documentation, collaboration and dissemination.

REQUEST FOR PROPOSAL (RFP)
FOR BUSINESS PROCESS IDENTIFICATION AND DOCUMENTATION STUDY, DATED
APRIL 7, 2015

QUESTIONS RECEIVED FROM PROPOSERS' CONFERENCE HELD ON APRIL 14, 2015
AND OTHER QUESTIONS SUBMITTED

Q1: What lead to this project/study? Any modification to enterprise technology?

A1: The Business Process Identification and Documentation project is the result of the need to align enterprise technology with actual process. In order to accomplish this alignment, MTC must first fully understand and document its current processes so that technology can be properly implemented to improve and augment those processes.

Q2: Are there any Disadvantaged Business Enterprise (DBE) goals or other Small Business Enterprise (SBE) goals associated with this procurement? Can a Proposer submitting a Proposal as a prime be included as a subcontractor in a proposal submitted by another Proposer?

A2: The Business Process Identification and Documentation Project RFP does not include federal funds. As such, the resulting contract will not have Disadvantaged Business Enterprise (DBE) or Small Business Enterprise (SBE) goals.

MTC is committed to the participation of DBEs and SBEs in MTC contracting opportunities. MTC encourages Prime Contractors to utilize DBE and SBE subcontractors. And, DBE and SBE firms are encouraged to submit proposals in response to MTC procurements.

There are no restrictions against a firm bidding on this project while also partnering with another Proposer as a subcontractor.

Q3: Is there a timeline for work, i.e. prior to move to 375 Beale St.? Once award is made, what is timing of commencing work?

A3: See RFP Section III, Scope of Work, Period of Performance, and Budget, Item B Period of Performance. See RFP Addendum #1, Item #8, which revises Task 1 of Appendix A, Preliminary Scope of Work.

Q4: How many processes require documentation?

A4: The number of processes requiring documentation is unknown. See RFP Appendix A, Preliminary Scope of Work, Task 2, Deliverable #2.

Q5: What level of detail is required for process documentation? How deep does MTC want to go from process to procedure?

A5: MTC has not defined a single approach to the project and will rely on Consultant expertise to inform MTC on the most effective approach. See RFP, Addendum #1, Item 8, Appendix A, Preliminary Scope of Work, Task II, Deliverable #2.

Q6: Are there any metrics that can or should be used to drive the Consultant approach to completing the project?

A6: No.

Q7: Software Questions:

- 1) **Is there a preferred Enterprise or Graphical tool for the deliverable, i.e. Visio, Jbox?**
- 2) **Since the software to be used for process documentation has yet to be determined which means it would be difficult to ascertain a specific admin resource, can a "TBD with MTC input" be used as a line item on the subcontractor template with a best guess of the billing rate and hours?**

A7: Answers:

- 1) Generally, internal MTC Technology Services Section (TSS) documents are in Visio however TSS is open to commercially available solutions.
- 2) "TBD with MTC input" is not acceptable. RFP, Addendum #1, Item 8, Appendix A, Preliminary Scope of Work, requires that the reports be editable by MTC. Additionally, the selected Proposer will be required to utilize the MTC Microsoft Office 365 Tenant (SharePoint Online) for project documentation, collaboration and dissemination." Outside of these two requirements it is up to the Proposer to identify and deploy the software that best suits its approach to the project and to formulate a complete cost proposal per RFP Section VII, Form of Proposals, Item G, Cost Proposal.

Q8: Are there any professional experience or designations that are required? Can prior experience meet the MQ?

A8: See RFP Section II, Proposer Minimum Qualifications.

Q9: Does this project involve any process evaluation of MTC work with other agencies or with third party consultants?

A9: No. See RFP Appendix A, Preliminary Scope of Work.

Q10: Will the project include any public engagement or feedback?

A10: No. See RFP Appendix A, Preliminary Scope of Work.

Q11: Do Proposers need to complete the forms within Appendix C, Standard MTC Consultant Contract?

A11: See RFP Section VII, Form of Proposal, for complete instruction on what is required in order for a proposal to be deemed a responsive and responsible proposal.

Q12: Does MTC have any plans for International Organization for Standardization (ISO) certifications?

A12: MTC has no immediate plans for ISO certifications.

Q13: Are there any dependencies that firms need to take into account in terms of process vs. technology vs. security?

A13: The RFP is focused solely on identification, documentation and recommendations, there are no pre-determined dependencies to consider. Security efforts are not included in the scope of this engagement.

Q14: What performance measures, if any, are Proposers to use to evaluate business process?

A14: None.

Q15: Is there an MTC Team that will be managing/participating in this project?

A15: MTC will assign staff as necessary, however dedicated project staff will not be assigned. The “as-necessary” MTC staff will be employees who have a direct understanding of the work being done and the current processes.

Q16: Is Consultant staff expected to be on-site full time for the duration of the project effort? Will office space and facilities be available for the selected Consultant team? If not, will MTC allow off-site (remote) activities to work on project artifacts and documentation?

A16: Consultant staff are not expected to be on-site full time for the duration of the project effort. Work space will be provided to Consultant staff as needed and as available. Remote work for project artifacts and documents is allowed and encouraged.

Q17: Will computer hardware and software be available for the selected Consultant teams use? If not, what are the hardware requirements for selected Consultant computers to connect to the MTC network infrastructure?

A17: Consultants are responsible for providing their own equipment. A public Wi-Fi connection will be made available to the selected Consultant. In addition, web-based access to Sharepoint on Office365 will be provided by MTC.

Q18: The Proposers Conference agenda stated that insurance must be garnered within five (5) days of MTC’s notice to firm of successful proposer however RFP Section IX, Contract Arrangements, states that verification of insurance is required within ten (10) days of notice from MTC. Which is correct? And are these business days or calendar days?

A18: Refer to the RFP, Section IX, General Conditions, Item B, Contract Arrangements, Appendix D-1, Insurance Requirements, and RFP Addendum #1, Item #7.

Q19: Do you need a return addressed envelope enclosed in the proposal package to return the work samples to the vendor?

A19: No.

Q20: The RFP asks for hourly billing rates. Can a daily billing rate be provided for onsite work instead of an hourly rate?

A20: See RFP Addenda #1, Item 5.

Q21: RFP Section I, Item B, Project Background and Description (page 2) references the study feeding future work such as process standardization and technology alignment. Will the winner of this RFP be precluded from competing for future work?

A21: We do not anticipate that the Consultant selected as a result of the RFP will be precluded from competing for future work that may build off of the results of the project. However, MTC evaluates all submitted proposals to determine whether there exists the potential for bias, because of other activities, relationships or contracts of the Proposer. Such evaluation would apply to proposals submitted under a future Request for Proposal, including in relation to any work performed under an agreement awarded to a Proposer as a result of this RFP. As such, it is possible that a Proposer awarded the project under this RFP may be ineligible to perform future work.

Q22: Per the IFB Section III, Preliminary Scope of Work, it is stated that payment for work performed under Task Orders may be deliverable based or time and materials, as determined by the MTC Project Manager. Will the selected Consultant have input into the deliverable or time and materials cost before the Task Order is finalized?

A22: See RFP, *Appendix C*, Standard MTC Consultant Contract, Attachment A-1, Task Order Process.

Q23: RFP Section III, Item B, Period of Performance describes a two year term. Will MTC allow a proposal that completes the project in less than two years?

A23: Yes, however, MTC constraints such as the planned relocation to 375 Beale Street in San Francisco and ongoing MTC business make a project schedule of less than a year unlikely.

Q24: RFP Section III, Scope of Work, Period of Performance, and Budget, Item C, Budget states that the budgets submitted by each Proposer will form the basis for the overall project budget, has MTC developed a budget for this project?

A24: Per RFP Section III, Scope of Work, Period of Performance, and Budget, Item C, Budget “The estimated total budget for the contract resultant of this RFP has not been determined at this time. The budgets submitted by each Proposer, as required in Section VII, Form of Proposal, Item G, Cost Proposal, will form the basis for the overall project budget.”

Q25: RFP Section VI, Submittal of Proposals, Item 15 requires registration with the United States Government System for Award Management (SAM) for projects with federal funds, will there be federal funds included in the project?

A25: See Addendum #1, Item #4.

Q26: RFP Section VII, Form of Proposal, Item E, Work Plan, Sub-item 3 asks for a description of the role of any subcontractors in the project, are subcontractors allowed?

A26: Yes.

Q27: RFP Section VII, Form of Proposal, Item F, Qualifications and References, Sub-Item 3 RFP states: “Provide a succinct description (one page maximum) of any previous projects...” Is the one page maximum applicable to each individual project described or does the entire list of projects need to fit to the 1 page maximum?

A27: The requirement is a maximum of one page per project however it is not required that a full page be devoted to each project.

Q28: RFP Section VII, Form of Proposal, Item G, Cost Proposal requires a cost proposal from the proposer, does MTC have a Cost Proposal template for the Consultant to submit the requested cost proposal?

A28: No, MTC does not have a Cost Proposal template for this RFP.

Q29: RFP Section VII, Form of Proposal, Item G, Cost Proposal references “Appendix A, Scope of Work” in the first paragraph of this section, please confirm this is equivalent to “Appendix A, Preliminary Scope of Work”?

A29: See Addendum #1, Item #5.

Q30: RFP Section VIII, Proposal Evaluation, Item C, Evaluation Panel and Evaluation Criteria provides a weight percentage for each criteria, however the percentages appear to only add up to 80% instead of 100%, is this correct?

A30: See Addendum #1, Item #6.

Q31: With regard to RFP Section VIII, Proposal Evaluation, Item C, Evaluation Panel and Evaluation Criteria, Sub-item #3, Cost Proposal, please describe the process MTC will use to evaluate / rank / score costs for this solicitation.

A31: MTC will evaluate the cost effectiveness of Cost Proposals by weighing the total project cost and task level cost breakdowns against the experience of the project team and key personnel, the proposed approach and the staffing plan. Also see Addendum #1, Item #6.

Q32: RFP Section IX, General Conditions, Item B, Contract Arrangements states that the Project Manager will determine whether the Task Orders are deliverables-based or time and materials-based. Has this decision been made? If not, will it be made prior to the contract kickoff? Please note that Appendix A, Preliminary Scope of Work (page 15) lists deliverables.

A32: See RFP, Appendix C, Standard MTC Consultant Contract, Attachment A-1, Task Order Process.

Q33: RFP Appendix A, Preliminary Scope of Work, is broad and does not include any implementation of the selected Consultants recommendations.

1) Are there any thoughts towards implementation of recommendations such as training for culture change, etc.?

2) What if an improvement is identified during research, do we not work towards implementing?

A33: 1) No.

2) Any potential improvements should be identified and documented in the deliverables described in RFP, Addenda #1, Appendix A, Preliminary Scope of Work.

Q34: In RFP Appendix A, Preliminary Scope of Work, the deliverables requested provide task breakouts by “Section and Unit”. Lean (as in Lean Six Sigma) process visualization typically identifies process and step owners, though can also define Sections and Units per step. This is done using a visualization technique that shows the steps necessary to deliver the service or product to the customer in a sequential value chain. Would MTC prefer a Lean Value Stream Map (VSM) view or Section and Unit views or would you prefer all of these types?

A34: The RFP is purposely silent on any specific approach as MTC will rely on Proposer experience and recommended approach for ideas on how best to capture and document internal business processes.

Q35: RFP Appendix A, Preliminary Scope of Work, requires the selected Consultant to identify and document “cultural nuances and norms”, “Public perception”, and “Government influence” within MTC. What is MTC looking for and why is it important? Support in the organization at higher levels within MTC?

A35: The Business Process Identification and Documentation project is the result of the need to align MTC enterprise technology with actual process. In addition, MTC may consider the improvement of certain processes prior to the implementation of technology to best leverage the technology selected. In order to understand process at MTC, it is important to understand the role of MTC and the public’s view of that role (i.e. the business it is responsible for and the consumers’ view of that business. In order to understand process, the selected Consultant must understand the general public perception of MTC. This information will then be used as an assumption during the process. Documenting and understanding how the cultural nuances and

norms, public perception, and government influence at MTC impact business process is critical to developing meaningful recommendations for improvement.

Q36: RFP, Appendix C, Standard MTC Consultant Contract, Section 7, Insurance and Financial Security Requirements mentions a Financial Security Bond. Will a bond be required for this project?

A36: No. Refer to requirements included in RFP, Appendix C, Standard MTC Consultant Contract, Attachment E, and Appendix D-1, Insurance Requirements.

Q37: With regard to the RFP Appendix C, Standard MTC Consultant Contract, Section 9, Indemnification, we request the following language to be added to this section:

LIMITATION OF LIABILITY

Neither party shall be liable for any indirect, incidental or other consequential damages under this Agreement, including, without limitation, lost profits, lost goodwill, or lost business, even is such party has been advised of the possibility of such damages. The maximum liability of either party hereunder shall not exceed the amount of fees paid to Consultant by MTC for the services under Attachment A, Scope of Work, giving rise to the liability.

A37: Change not acceptable.

Q38: With regard to the RFP Appendix C, Standard MTC Consultant Contract, Section 18.1, Organizational Conflicts of Interest (Page 10), paragraph 2, we request the following modification (add underlined text):

“Consultant shall not knowingly engage the services of any subcontractor....”

A38: Change not acceptable.

Q39: With regard to the RFP Appendix C, Standard MTC Consultant Contract, Section 23, Warranty of Services, Item A, we request the following modification (add underlined text):

“...and will maintain all necessary licenses, certificates, and registrations needed for the work, as identified in specific Task Orders, ...”

A39: Change not acceptable.